

**REQUEST FOR QUALIFICATIONS FOR  
CONSTRUCTION MANAGER AT RISK**

**MARICOPA COUNTY  
DOWNTOWN COURT TOWER**

**Contract No. FMD-07-041  
PROJECT No. 3325-07-380**

**Statement of Qualifications Due June 28, 2007  
2:00 pm**

**Maricopa County  
Facilities Management Department  
401 West Jefferson Street  
Phoenix, Arizona 85003  
(602) 506-2046**

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# REQUEST FOR QUALIFICATIONS

## CONSTRUCTION MANAGER AT RISK FOR DOWNTOWN COURT TOWER

Maricopa County Facilities Management Department is soliciting Statements of Qualifications from Construction Management at Risk firms to provide construction management and related services. The estimated cost for the construction of this project is in excess of \$225 million. The project is anticipated to be complete and ready for operations in early 2011.

The project will consist of a new downtown high rise Court Tower to be integrated into the existing court complex. The overall scope of work includes comprehensive design phase services which, if successfully completed may result in a negotiated guaranteed maximum price contract, supplying all labor, material and equipment to construct all necessary on-site and off-site improvements required for a new Court Tower of approximately 725,000 SF on the southwest corner of First Avenue and Madison Street in Phoenix, Arizona. When completed the new facility will house courtrooms, judge's chambers, prisoner holding areas, underground tunnels and other associated court and support functions.

The County will be retaining a Program Manager as its representative on the Court Tower project. The role of the Program Manager will be to act on behalf of the County and to augment County staffing. The selected CMR will be required to coordinate work with the Program Manager and take direction from the Program Manager. The Program Manager is a member of the project team, which includes the County, the Architect, and the end users, primarily the Trial Courts of Arizona, Maricopa County. Project requirements will include the integration of the new downtown Court Tower into the existing downtown courts complex and to plan and implement measures to insure the operational integrity of the existing courts complex throughout the project. The project may also include the demolition of the Madison Street Parking garage, relocation of a storm sewer line and relocation and construction of various utilities.

Statements of Qualifications are due Thursday, June 28, 2007 at 2:00 p.m. Arizona time.

### **SECTION I - SCOPE OF SERVICES**

#### **A. Design Phase Services**

The CMR will provide comprehensive design phase services which may include:

- Providing early concept estimates, cost modeling, and the Guaranteed Maximum Price
- Providing the County with plans, procedures and methods to insure the operational integrity of the existing courts complex throughout the project
- Providing constructability reviews
- Providing services needed to support the deliverables and requirements contained in the A/E contract for the Design Phase (see Articles 3 through 7 of the Sample A/E contract, Exhibit B)
- Advising the County concerning warranties
- Working with the A/E in developing specifications for the project

- Providing all services needed to consider alternate design concepts
- Working with any peer reviewer concerning project issues
- Providing detailed independent cost estimating and knowledge of marketplace conditions
- Providing project planning and scheduling
- Providing alternate systems evaluation and detailed constructability studies
- Advising the County of ways to gain efficiencies in project delivery
- Providing long-lead procurement studies and possibly initiate procurement of long-lead items
- Providing systems and processes that address quality, safety, and environmental factors
- Presenting information concerning the project to elected and appointed officials and the public and public representatives as deemed needed by the County

## B. Construction Phase Services

The CMR will have the traditional role of general contractor during construction of the project. At some point prior to construction, the CMR will assume the risk of delivering the project through a Guaranteed Maximum Price (GMP) contract. The project may require multiple GMPs.

The CMR will be responsible for construction means and methods, and will be required to solicit bids from subcontractors to perform the work in compliance with the County's Subcontractor Plan. The CMR may also compete to self-perform work.

Construction phase services by the CMR may include:

- Coordinating with various County departments and other agencies including utility companies, etc.
- Arranging for procurement of materials and equipment
- Scheduling and managing site operations
- Taking steps needed to insure the operational integrity of the existing court complex throughout the project
- Providing services needed to support the deliverables and requirements contained in the A/E contract for the Construction Phase of the A/E contract
- Pre-qualifying, bidding, awarding, and managing all construction related contracts and subcontracts while meeting the County's Subcontractor Plan
- Providing quality controls
- Bonding and insuring the construction
- Addressing all federal, state and county permitting requirements
- Addressing owner and user issues and developing processes for communication/management
- Maintaining a safe work site for all project participants
- Presenting information concerning the project to elected and appointed officials and the public and public representatives as deemed needed by the County

## **SECTION II - SOLICITATION SCHEDULE**

### **June 14, 2007**

A **Pre-submittal Conference** for interested firms for the Downtown Court Tower will be held on Thursday, June 14, 2007, at 10:00 a.m. at Facilities Management Department, 401 West Jefferson Street, Phoenix, Arizona. At this meeting County staff and consultants will discuss the scope of work, general contract issues and respond to questions from the attendees. County staff, evaluation committee members and consultants will not be available to respond to individual inquiries regarding the project scope prior to, or subsequent to this pre-submittal conference, therefore, it is strongly recommended that interested

firms send a representative to the pre-submittal conference. Questions may be submitted in writing prior to the conference, to:

Jeff Hood  
Project Manager  
Email: Jeff.Hood.@FM.maricopa.gov  
Fax: (602) 506-1556

- June 28, 2007** Provide twenty (20) copies of the **Statement of Qualifications** due by 2:00 p.m. on Thursday, June 28, 2007.
- July 9 & 10, 2007** An Evaluation Committee will evaluate each Statement of Qualifications (SOQ) according to the Evaluation Criteria in Section III of this Request for Qualifications. Maricopa County intends to shortlist a maximum of five (5) firms for further evaluation and final selection, but reserves the right to shortlist more if it is determined to be beneficial to the County and the selection process.
- July 18 or 19, 2007** The Evaluation Committee will conduct individual **Interviews/Presentations** with the Short List Semifinalists. Specific interview times will be scheduled with the Short Listed firms once they are identified on July 10, 2007. Firms interested in this project must be available on the interview and scope meeting dates. The interview time will include presentation, discussion, and questions by the Evaluation Committee. Short listed presentation teams shall have a maximum of six (6) members and shall include the proposed project manager and job superintendent(s).
- The Evaluation Committee will evaluate each interviewed firm according to the Evaluation Criteria in Section III of this Request for Qualifications. A minimum of three finalists (i.e., "**Final List**") will be selected and notified.
- July 25 & 26, 2007** The final listed firms will be required to complete a conceptual / cost modeling exercise. The exercise will take place at a location determined by the CMR and must be in the Phoenix area. Two to three (2-3) hours will be allocated for this exercise. The purpose for this exercise is to determine the CMR's ability to develop early conceptual estimates and cost modeling. The evaluation team's representatives will be observing this activity first hand.
- The Evaluation Committee will evaluate each final listed firm according to the Evaluation Criteria in Section IV of this Request for Qualifications.
- The final listed firms will be scheduled to have a round table discussion with the selection committee. The intent of this discussion is for the selection committee to interact with the proposed staff for this project. Final listed teams shall have a maximum of six (6) members and should include the proposed project manager, job superintendent(s), and other staff which will work directly on this project.
- July 27, 2007** After the completion of the interviews, estimating exercise, and round table discussion, the final listed firms will be re-evaluated according to the criteria in Section III and IV of the RFQ and ranked in order. The overall highest ranked firm will be recommended for **Final Selection** and contract negotiations.

The Owner reserves the right to eliminate, reschedule, or alter any phase of the above described selection process.

### **SECTION III - STATEMENT OF QUALIFICATIONS SELECTION CRITERIA**

The CMR will be selected through a qualifications-based selection process. Firms interested in providing CMR services must submit a Statement of Qualifications (SOQ) that addresses the following issues:

#### **A. Firm's Capabilities (25 points)**

1. Provide a general description of the firm and/or team that is proposing to provide construction management services and general construction services. Explain the legal organization of the proposed firm or team. Provide an organization chart showing key personnel. Explain what personnel and financial resources will be used to undertake the work.
2. Provide the following information:
  - a. List the Arizona professional and contractor licenses held by the firm/team and the key personnel who will be assigned to this project. Provide the license number and explain if held by an individual or the firm.
  - b. Identify any contract or subcontract held by the firm or officers of the firm, which has been terminated within the last five years. Identify any claims arising from any contract which resulted in litigation or arbitration within the last five years. Briefly describe the circumstances and the outcomes.
  - c. Provide a statement verifying the Company's ability, if selected, to bond this project from a surety company or companies holding a Certificate of Authority to transact business in Arizona, issued by the Director of the State of Arizona Department of Insurance. The firm will be required to provide Contract Performance and Payment bonds, for 100% of the contract amount.
  - d. Provide a statement addressing the Company's insurability, if selected, from a company or companies lawfully authorized to transact insurance business in the State of Arizona and rated at least B++6 in the company's current A.M. Best Company rating. The firm will be required to furnish a certificate(s) of insurance meeting the County's insurance requirements.
3. Identify the location of the firm's principal office, and percent of the work expected to be done locally.

#### **B. Experience on Similar Projects. (25 points)**

1. Identify at least three comparable projects in which the firm served as either a Construction Manager at Risk or General Contractor. Special consideration will be given to firms that have provided CMR services on similar successful projects. Projects should show experience with:
  - High rise in urban context
  - Courthouse
  - Complicated phasing

- CMR with multi-bid packages
  - Sustainable design and teaming methodologies, including any successful applications of the U.S. Green Building Council's LEED principals and the achieved certification level
2. For each comparable project identified, provide:
- Description of project
  - Role of the firm (specify whether Construction Manager at Risk or General Contractor. If CMR or General Contractor, identify the percent of work self-performed. Also specify services provided during design phase, i.e. cost estimating, scheduling, value engineering, etc.)
  - List key individuals and role for each referenced project
  - Project's original contracted construction cost and time and final construction cost and time
  - Firm's partnering efforts and successes
  - Project Owner reference information (two names with telephone numbers per project)
  - Project Architect reference information (two names with telephone numbers per project)

**C. Staff Qualifications/Resumes (25 points)**

1. For each key person identified, list at least two comparable projects in which they have played a primary role. Comparable project features listed for key personnel should adhere to the criteria listed in Section B above. Please provide the following information:
- Description of project
  - Key individual's role on the project
  - Project's original contracted construction cost and final construction cost with explanation for any variance
  - Project's original duration and final duration with explanation for any variance
  - Construction dates
  - Project Owner reference information (two names with telephone numbers per project)
  - Project Architect reference information (two names with telephone numbers per project)
2. Identify:
- Home office location of key staff proposed for this project
  - Length of time with the firm
  - Percent of their work time to be devoted to this project
  - Where that person will reside, and/or office during the period of this project
  - Current availability of key proposed personnel

Estimating and scheduling services required for this project will begin immediately upon selection of the CMR.

3. If a joint venture is proposed, detail the management of the joint venture, how the work will be split by various joint venture partners and otherwise explain the plan of the joint venture to perform the project.

**D. Project Understanding and Project Approach to performing the required services. (30 Points)**

1. Discuss the major issues your team has identified on this project and how you intend to address those issues. Explain how the project team will demonstrate their complete and comprehensive knowledge of the work required to complete the project.
2. Describe the firm's project management approach and team organization during design and construction phase services. Describe systems used for planning, scheduling, estimating and managing construction. Describe the firm's experience on quality control, dispute resolution, and safety management. Explain the firm's understanding of the major tasks necessary to complete the project.

**E. Subcontractor Management Plan. (10 points)**

Per the applicable Arizona Revised Statutes, the Maricopa County Subcontractor Plan requires that the Construction Manager at Risk contractor selects subcontractors based on qualifications alone or on a combination of qualifications and price, and not based on price alone. Therefore, each firm must submit a description of the Subcontractor Management Plan and procedures it proposes to use to carry out the selection of subcontractors for this project.

**F. Contract Acceptance. (10 points)**

Proposing firms must review the draft contract (Exhibit A) and identify any specific contract exclusions, modifications, or exceptions they will request. Full points will be awarded for acceptance of the draft contract without any changes. Exhibit A will be provided at the Pre-Submittal Conference.

**SECTION IV - STATEMENT OF QUALIFICATIONS SELECTION CRITERIA FOR COST EXERCISE**  
**(Final Listed Firms Only)**

**Concept Estimate, and Cost Modeling (30 points)**

- Demonstrate to the selection committee the firm's ability to develop concept and cost modeling estimates while working with current escalation factors, subcontractors, the A-E, the County, and the users. Provide a clear understanding of how these early estimates are required to be accurate and within the constraints of the project budget while not being too conservative and restricting the requirements of the users
- Demonstrate the firm's approach and team organization during this early costing phase
- Describe systems used for planning, scheduling, estimating and managing this phase
- Explain the firm's understanding of the major tasks necessary to complete this phase of the project

**SECTION V- SUBMITTAL REQUIREMENTS**

Interested firms should submit a Statement of Qualifications which includes a one-page cover letter plus a maximum of thirty pages to address the SOQ criteria. Resumes are not counted in the thirty pages. Resumes for each key team member shall be limited to a maximum length of two pages and should be attached as an appendix to the SOQ. Adherence to the maximum page criterion is critical; each page side (maximum 8 1/2" x 11") with criteria information will be counted. Pages that have project photos, charts, and graphs will be counted towards the maximum number of pages. Exhibits related to SOQ, Section III.B, shall be limited to thirty additional pages, which may be attached separately or integrated into the Section III B response.

Provide twenty (20) copies of the Statement of Qualifications by 2:00 p.m. on Thursday, June 28, 2007.

Interested teams are invited to respond in writing to:

H. M. Birch, Principal  
Maricopa County – Facilities Management Department  
c/o Lynda Cull, Administrative Manager  
401 West Jefferson Street  
Phoenix, AZ 85003-2115

Hand-carried submittals must be delivered to the Facilities Management Department reception area at 401 West Jefferson Street, Phoenix, Arizona. On the submittal package display: firm name, project number, and/or project title.

Failure to comply with the following criteria may be grounds for disqualification:

- Receipt of submittal by the specified cut-off date and time
- The number of originals and/or copies of the submittal specified
- Adherence to maximum page requirement
- Deposit of submittal in correct location

#### **SECTION VI – GENERAL INFORMATION**

**Selection and Negotiations.** The County will enter into negotiations with the selected firm and execute a contract upon completion of negotiation of fees and contract terms for Board of Supervisors' approval. If the County is unsuccessful in negotiating a contract with the best-qualified team, the County may then negotiate with the second or third most qualified team until a contract is executed, or may decide to terminate the selection process.

**List of Firms – Request for Qualifications and Statement of Qualifications.** The Facilities Management Department will maintain a list of firms interested in the project (i.e., requesting an RFQ) and a list of firms submitting SOQs. All requests for RFQs shall be submitted in writing. SOQ and subsequent amendments will only be issued to firms on record in the department.

**Instructions.** Maricopa County shall not be held responsible for any oral instructions. Any changes to this Request for Qualifications will be in the form of an addendum, which will be furnished to all registered Request for Qualifications holders.

**County Rights.** Maricopa County reserves the right to reject any or all Statements of Qualifications, to waive any informality or irregularity in any Statement of Qualifications received, and to be the sole judge of the merits of the respective Statements of Qualifications received.

**Questions.** Questions pertaining to the CMR selection process or contract issues should be directed to Heidi Birch, c/o Lynda Cull Administrative Manager at the Maricopa County Facilities Management Department at (602) 506-2046 or by e-mail at [lynda.cull@fm.maricopa.gov](mailto:lynda.cull@fm.maricopa.gov).

**SECTION VII – RFQ ATTACHMENTS**

EXHIBIT A – Draft CMR Contract (To be provided at Pre-Submittal Conference)

EXHIBIT B – A/E Contract

EXHIBIT C – Project Executive Summary